



Civil Rights Commission Kaizen Event Report Out

“Backlog Busters”

August 8 - 12, 2011

The Opportunity

Beth Townsend

The “Backlog Busters” Team

Sherry



Back-Sara Stibitz, Don Grove, Melanie Kirsch-DHS, Jana Rhoads-DHS, Stephanie Callahan, Sherry Williams, Teresa Baustian- AG's Office
Front-Linda Ross, Beth Townsend, Mike Rohlf-DED, Susan Godwin – DHS (not pictured)

Scope

Don

- **This event will address the Non-Housing Investigations process from placement in backlog (mediation attempts have been completed) to supervisory approval of the investigator's report.**

Goals

Stephanie

- 1. Eliminate the backlog (currently 247) 120 cases since 1/1/10 and 120 prior to 1/1/10 and average age of cases in backlog is 352 days (1/1/10)**
- 2. Reach the baseline percentage of cases with probable cause (PC) (10% investigated)**
- 3. Close 75% of investigations within 60 days of assignment to Investigator**
- 4. Reduce the age of cases (from placed in backlog to assignment) investigated to 30 days**



Objectives

Sara

- Shorten the process from placement in backlog to supervisory approval of investigator's report
- Review investigative process for increased efficiencies
- Eliminate the backlog
- Plan to address investigating 2011 cases as well as addressing the backlog
- Maximize the amount of money to receive for the backlog cases



Objectives

Sara

- Change documentation of interviews
- Explore all possibilities for assignment of cases and doing the work
- Examine different investigative approaches and what steps are necessary based on type of case
- Introduce settlement into the investigative process for backlogged cases

Kaizen Methodology

Susan

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Linda



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Brainstorming

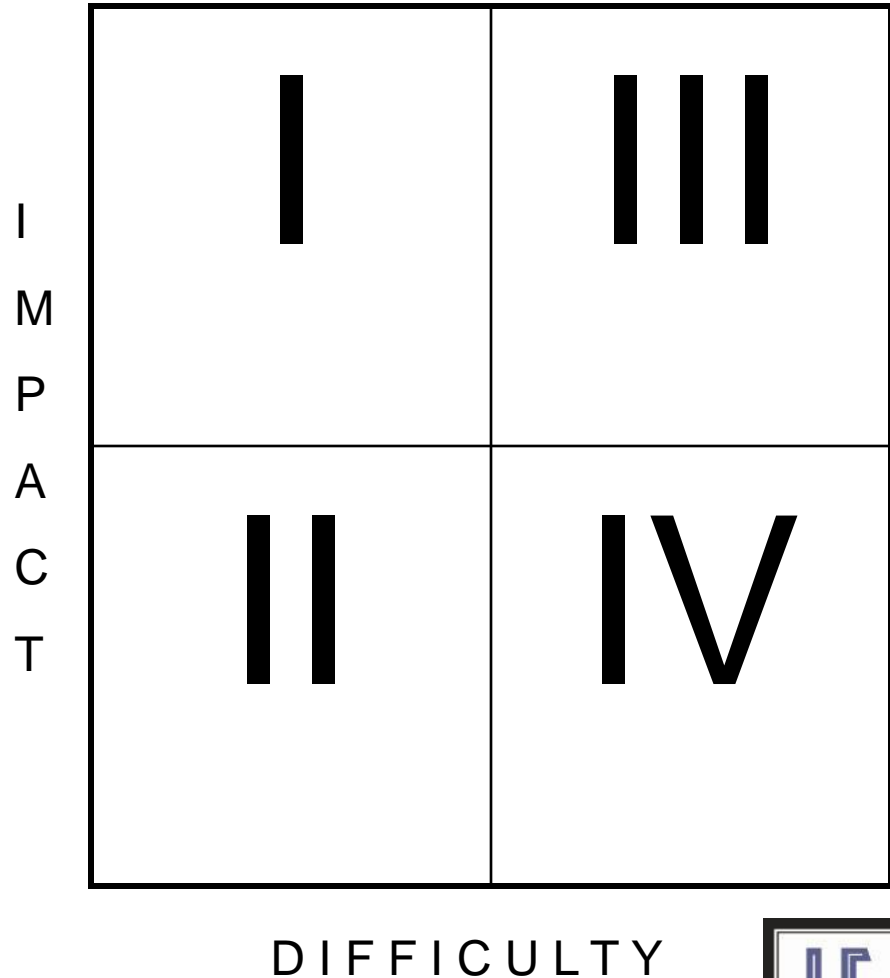
Don

- Investigator discretion to AC at several points in the investigation
- Combine Investigative Plan, notes and Investigative report into one living document that becomes the final report
- Use email more often to send and receive info
- Use Outlook calendar
- Regulate CMS requirements

De-selection Process

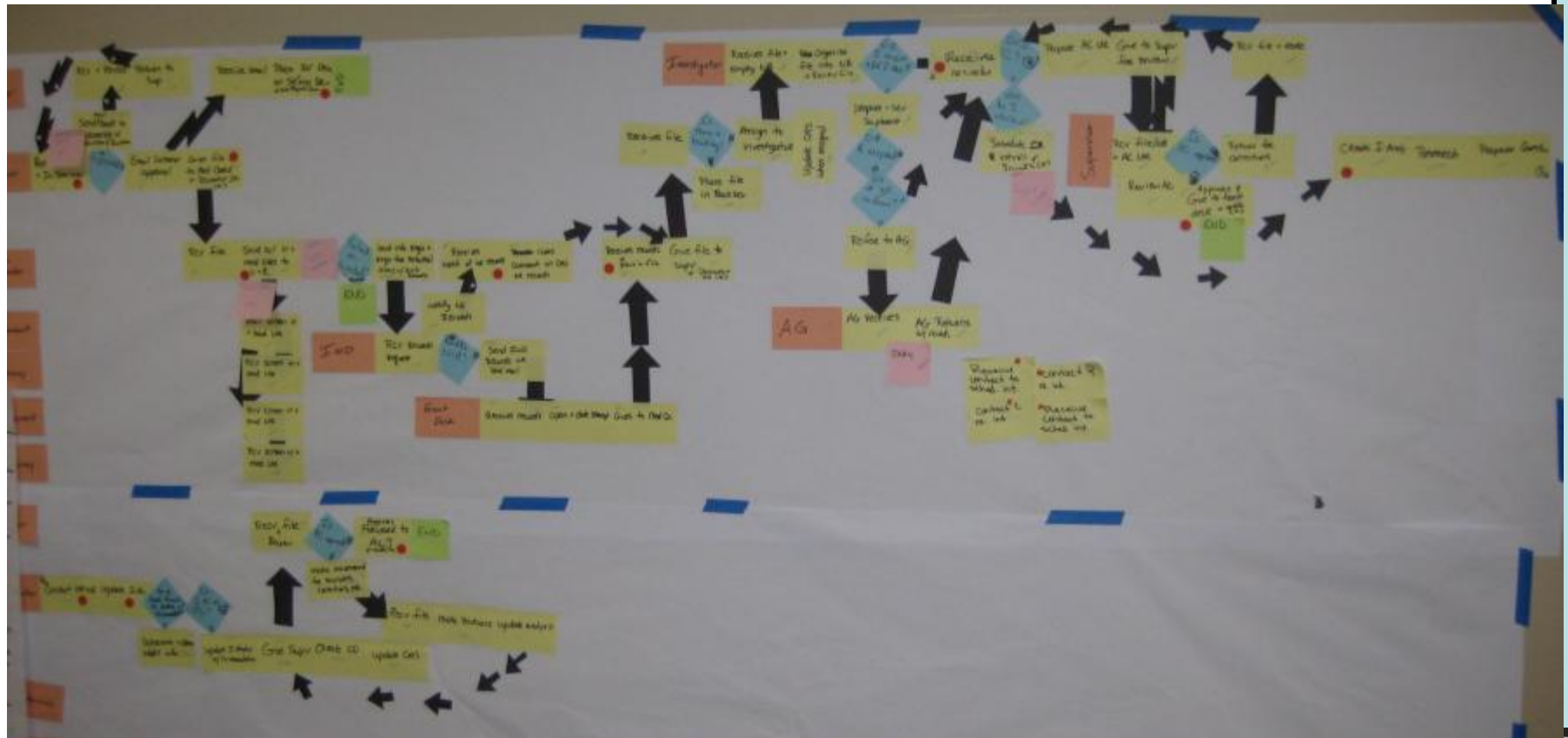
Jana

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process

Stephanie



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Results

Sara

	OLD (enter below)					NEW (enter below)					RESULTS (auto calc's)				
	Inv 1	Inv 2	Inv 3		Total	Inv 1	Inv 2	Inv 3	0	Total	Inv 1	Inv 2	Inv 3	0	Total
# TOTAL STEPS	115	89	89		293	75	75	75		225	-34.8%	-15.7%	-15.7%		-23.2%
# VALUE ADDED	10	4	3		17	12	12	12		36					
% VALUE ADDED (#VA/#Steps)					5.8%					16.0%					175.8%
# DELAYS	10	8	10		28	4	4	4		12	-60.0%	-50.0%	-60.0%		-57.1%
TOTAL DELAYS normal process (in days)	18	55	28		101	26	26	26		78	44.4%	-52.7%	-7.1%		-22.8%
TOTAL DELAYS worst case (in days)	18	120	128		266	39	39	39		117	116.7%	-67.5%	-69.5%		-56.0%
LOOP BACKS	5	5	5		15	3	3	3		9	-40.0%	-40.0%	-40.0%		-40.0%
HANDOFFS	20	18	21		59	11	11	11		33	-45.0%	-38.9%	-47.6%		-44.1%
DECISIONS	20	18	14		52	14	14	14		42	-30.0%	-22.2%	0.0%		-19.2%
TOTAL CYCLE TIME (in days)					0					0					
LEAD TIME (in days)	7.4	6.3	6.3		20	3.75	3.75	3.75		11.25	-49.3%	-40.5%	-40.5%		-13.8%

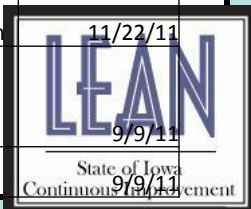
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Homework

Sherry

Improvements/ Action Item	Implementation/Communication Plan	Person Responsible	Due Date
Supervision	Eliminate consult after each interview	All	9/9/11
Supervision	Graduated supervision	Don	2/22/12
Supervision	Reduce consults to "as needed"	Sherry, Sara, Steph	10/19/11
Triage	Use screening decision to triage	Don	9/9/11
Triage	Process for triage	Don and Beth	10/19/11
Supervision	Discretionary meeting at request of Investigator at beginning of case to address legal issues	Sherry, Sara, Steph	
Assignment of cases	Each investigator carries several cases -- 10 - 15 exp inv	Don and Beth	2/22/12
Reduce Backlog	600 days cases AC'd	Beth	11/22/11
Reduce Backlog	ED closes all cases 1/1/10 (100 cases)	Beth	11/22/11
Reduce Backlog	Determine if cases currently being worked older than 1/1/10 close or continue	Beth and Don and Investigators	9/9/11
Documents / Scheduling	Review application of quick, firm "or else" dates for intv and records	Sherry, Sara, Steph	11/22/11
Documents / Scheduling	Ask R to respond to Scr In dec after mediation fails or before assignment to investigator -- need standardized letter	Beth and Don	9/9/11
Documents / Scheduling	Ask screener to make doc requests as part in screen dec	Don	9/9/11



Team Member Experience

- Jana Rhoads
- Sara Stibitz

Comments

- Mike Rohlf-DED

**We welcome your
questions and comments!**

